

Chapter 3

Missions, Functions, And Organizations Of The DISCOM

OVERVIEW

3-1. The DISCOM commander is the division commander's senior battle logistician and serves as the single CSS operator for support to the division. His battle staff monitors and manages sustainment operations through an array of digital information systems and other technological innovations. See Figure 3-1 for the organization of the DISCOM HHC. The DISCOM commander advises the assistant division commander (support) (ADC(S), the division commander (as required), and the division staff on those CSS matters pertaining to division operations. The DISCOM commander normally receives guidance and direction from the division commander through the ADC(S).

3-2. The responsibility for CSS planning belongs to the division G4 staff. The DISCOM commander is tasked by the division commander to evaluate the CSS viability of future division courses of action. The DISCOM commander tasks and provides guidance to the DISCOM staff. The staff gives the alternatives and preferred solutions to the DISCOM commander for a decision.

3-3. The DISCOM has the following responsibilities and functions:

- Conducts continuous logistics preparation of the battlefield.
- Commands and controls organic and attached units of the DISCOM. It also monitors the operations of other units within its area of responsibility (AOR).
- Based on the tactical situation and CSS support requirements, the DISCOM may task the DSB, DASB, or FSBs to organize a tailored forward logistics element (FLE) to push critical supplies forward or rearward to a designated unit or location.
- Supervises and controls all division-level maintenance, materiel, and movement management operations within the division.
- Advises the ADC-S, division commander, and division staff concerning supply, maintenance, transportation, field services, and food service operations throughout the division.
- Monitors operations to determine the proficiency of the DISCOM and attached units in the field.
- Organizes and synchronizes the movements of subordinate units within the DSA in accordance with tactical plans. This function requires coordination with the rear operations center (ROC) concerning current and proposed locations and movement of all DISCOM and supported units.

- Trains personnel and units of the DISCOM.
- Coordinates and implements plans for assigned rear operations responsibilities in the DSA.
- Plans and executes augmentation procedures for subordinate units.

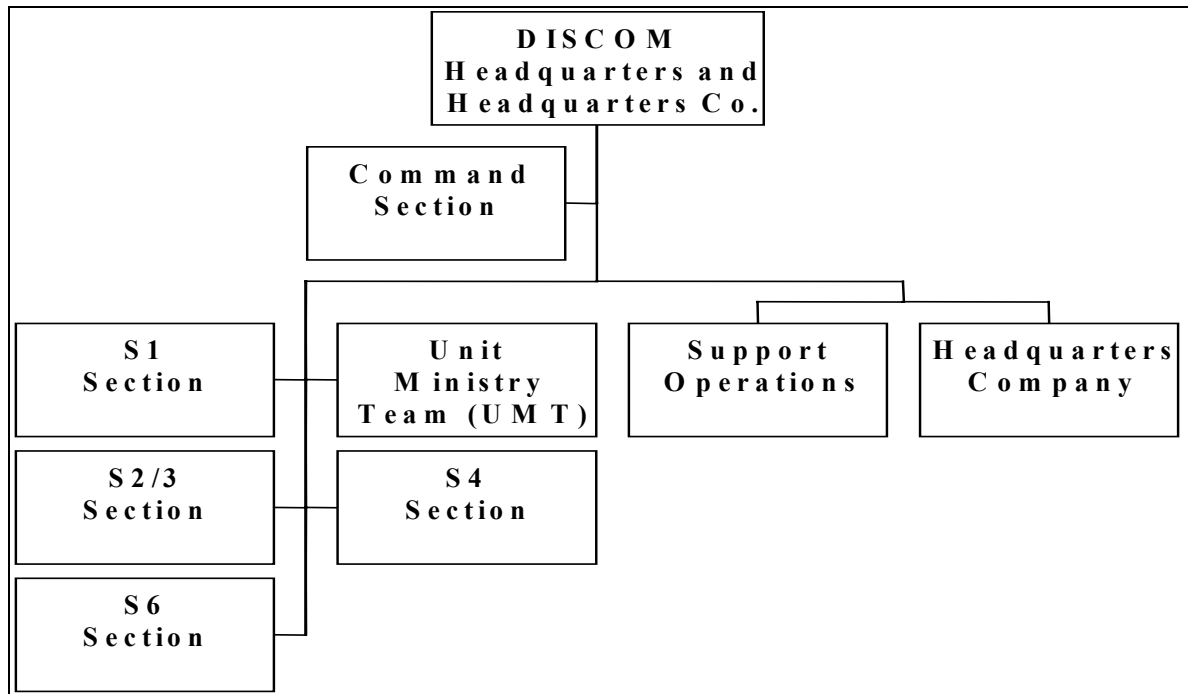


Figure 3-1. HHC DISCOM Organization

SUSTAINMENT CELL

3-4. The sustainment cell is one part of the division XXI main, which also consists of the mobility cell, targeting/fires cell, and information/intelligence/plans cell. The sustainment cell consists of several 5-ton expandable vans, which contain the key division and DISCOM staff CSS personnel, as well as the DISCOM commander. Figure 3-2 depicts how a sample sustainment cell will be organized.

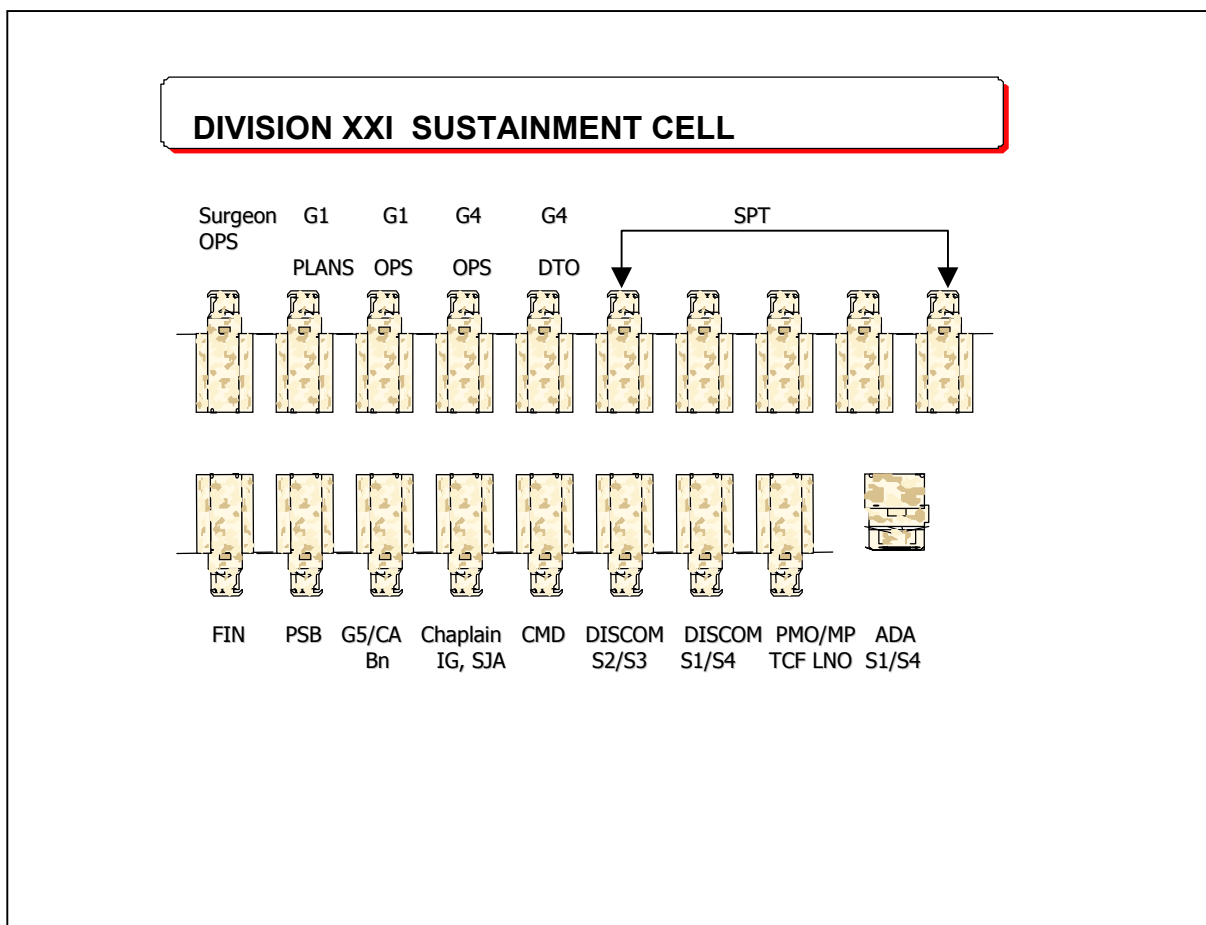


Figure 3-2. Sample Sustainment Cell Configuration

DISCOM COMMAND GROUP

COMMANDER

3-5. The DISCOM commander commands and controls organic and attached units of the DISCOM. He provides DISCOM elements with clear missions, taskings, and statement of his intent. He gives planning guidance to his staff. With information from his staff, he restates the mission in a clear, concise statement of tasks to be done and purpose to be achieved. He gives the staff specific COAs to pursue and directs his S2/S3 to issue the warning order to DISCOM elements.

3-6. The DISCOM commander is responsible for all training of DISCOM personnel and units. The DISCOM commander is the senior CSS operator for the division. Because of the wide range of skills found in the DISCOM and the need for expertise in training, certain division staff officers are responsible for technical training programs. These officers include the GI/AG, division surgeon, and division chaplain.

3-7. In carrying out his CSS responsibilities, the DISCOM commander:

- Advises the division commander and staff concerning supply, maintenance, transportation, CHS, and field services.
- Supervises and controls division-level CSS and medical operations of the division.
- Coordinates CSS operations and movements with the ROC and the division staff.
- Conducts inspections to determine the ability of the DISCOM and attached CSS units to function in the field.
- Complies with applicable joint, combined, and host nation support (HNS) agreements and commitments.

EXECUTIVE OFFICER

3-8. The executive officer is the principal assistant and advisor to the DISCOM commander. His functions are similar to those of a chief of staff (C of S) as outlined in FM 5-20 and 6-99 (101-5), Staff and Organization and Operations. He should understand the support the non-CSS functions of the DISCOM. He supervises the DISCOM staff and coordinates assigned missions with subordinate unit commanders. In accordance with command directives, he formulates staff operating policies. He also oversees the maintenance of the master policy file and supervises sustainment cell operations.

3-9. The duties of the DISCOM XO include:

- Coordinates staff planning and response to the DISCOM commander's guidance.
- Disseminates time analysis limitations to all staff sections.
- Supervises battle staff mission analysis process.
- Develops, approves, and monitors battle staff operating policies.
- Responsible to oversee coordination of information manager responsibilities for the battle staff.

COMMAND SERGEANT MAJOR

3-10. The command sergeant major (CSM) is the principal enlisted advisor to the DISCOM commander on all matters pertaining to the enlisted members and their families. He is a personal battle staff member whose general duties and responsibilities pertain to all

levels of the command. The CSM serves as the senior enlisted representative for the DISCOM and provides the DISCOM commander information on the status of enlisted matters. As an extension of the eyes and ears of the DISCOM commander, he maintains frequent contact with his subordinate units and monitors the esprit of the DISCOM.

3-11. The duties of the command sergeant major includes:

- Serves as the DISCOM commander's principal enlisted assistant.
- Maintains liaison with the division command sergeant major.
- Provides the DISCOM commander on the status of enlisted matters.
- Ensures the health, morale, and welfare of the DISCOM.
- Serves as the DISCOM's senior enlisted master trainer. The CSM is critical to identifying training requirements for individuals, crews, battle staff, units and leaders. The CSM ensures training solutions are resourced, executed, and assessed to satisfy mission essential task list (METL) and battle tasks.
- Ensures that new soldiers/leaders replacement training is conducted.
- Ensures training and development of first sergeants, battle staff NCOs, and platoon sergeants within the battalion.
- Emphasizes and follows through to ensure soldiers are trained in field crafts (command post setup, field sanitation, erect field tents, etc...).
- Emphasizes and follows through to ensure soldiers are trained in force protection, including marksmanship, fortifications, convoy operations, NBC, and combat lifesaver.
- Demonstrates expertise in operation of DISCOM equipment such as weapons, vehicles, generators, communications, and automation.
- Understands ongoing missions of his unit(s) and supported headquarters.
- Engaged in medical evacuation and mortuary affair operations.
- Helps identify and resolves any battle field sustainment problems.

S1 SECTION

3-12. This section provides and coordinates personnel service support for the command. Support from organic assets includes limited personnel and administrative services and legal service support. Coordination with division and corps assets provides additional personnel & administration (P&A) and legal support as

well as finance support. Postal services, morale and welfare activities support, and public affairs support are also provided. The S1 must work in conjunction with the S3, S4, support operations and database. The S1 section responsibilities include:

- Conducting continuous logistics preparation of the battlefield.
- Preparing the DISCOM personnel estimate.
- Preparing casualty reports.
- Conducting replacement operations.
- Developing DISCOM personnel-related procedures for reconstitution.
- Processing personnel actions and reports.
- Establishing and operating the enemy prisoners of war (EPW) system within the DISCOM.
- Maintaining duty rosters.
- Monitoring legal support functions.
- Controlling the administrative publication and the distribution of orders, directives, and forms originating at the DISCOM level.
- Maintaining close coordination with the medical operations branch, the weapon system manager (WSM), and the DISCOM S4.
- Preparing a section SOP and S1 portion of the tactical SOP, operation plan/operation orders(s) OPLAN/OPORDs.
- Gather, input, and maintain personnel data in the CSSCS database.
- Establish the DISCOM personnel CTIL.
- Validate the CSSCS personnel data for all DISCOM units.
- Set status thresholds for personnel.

S2/S3 SECTION

3-13. The S2/S3 is the principal staff advisor to the DISCOM commander on military intelligence and counterintelligence, organization, training, and NBC matters.

PLANS/INTELLIGENCE BRANCH

3-14. The plans/intelligence branch has the following responsibilities and functions:

- Conducts continuous logistics preparation of the battlefield.
- Assists the commander in areas of intelligence, operations security, nuclear biological chemical (NBC) defense, smoke operations, rear operations, plans and orders, air defense, and defense against unconventional and psychological warfare operations.

- Determines DISCOM unit readiness and mission capability.
- Prepares current and long-range contingency plans.
- Develops intelligence estimates.
- Develops, in coordination with the division main CP and ROC, requirements for intelligence, NBC, smoke, civil-military affairs, movement, air defense, engineering, security, aviation support, and unit augmentation.
- Coordinates, plans, and requests, fire support requirements with the division ROC.
- Develops, coordinates, and integrates defense plans for all units located in the DSA with the ROC.
- Monitors and updates intelligence information.
- Maintains in coordination with other staff elements, CSS and tactical status, situation maps, reports, and journals.
- Recommends task organization in coordination with the division support operations.
- Monitors unit locations and coordinates relocation of DSA or subordinate units out of the DSA with the ROC.
- Develops plans for the collection and dissemination of intelligence information.
- Conducts reconnaissance for DISCOM or for unit movement.
- Coordinates counterintelligence with operations cell of the division main CP.
- Coordinates unit movement with higher HQ staff, adjacent and subordinate units, and other units in the division's area of operations.
- Prepares, coordinates, and authenticates operation estimates, OPLAN/OPORDs, annexes, and DISCOM SOPs.
- Coordinates operations security (OPSEC) program.
- Plans physical security and CP access.
- Coordinates enemy prisoner of war (EPW) collection point operations with the G1 and provost marshal (PM) representatives at the division main CP.
- Coordinates and maintains LOC with all units in the DSA for rear operations.
- Plans, coordinates, and monitors DISCOM participation in civil-affairs (CA) activities.
- Orders, receives, stores, and distributes classified maps to subordinate units.
- Validate the CSSCS unit task organization to ensure that it reflects the current organization IAW the existing OPLAN/OPORD.

S4 SECTION

3-15. This section is responsible for all CSS matters pertaining to DISCOM units but is not concerned with division level CSS. The S4 section has the following responsibilities and functions:

- Conducts continuous logistics preparation of the battlefield.
- Reviews internal CSS status reports.
- Maintains the current status of the commander's critical list.
- Coordinates transportation requests for administrative moves.
- Submits requests for highway clearances.
- Assigns technical supervision over internal supply and maintenance procedures.
- Provides staff supervision and overall coordination for the DISCOM food service program.
- Monitors supply economy in subordinate units.
- Perform functions as the CSSCS manager and is responsible for ensuring that all tasks outlined in the CSSCS section of Appendix A are accomplished through the DISCOM. He must work in conjunction with the S3, support operations and signal officers to establish, validate, and manage the CSSCS network and database.
- Validate unit/organic data entered into the system.
- Establish the DISCOM CTIL to track unit items of interest to the commander.
- Validate message handling table routing of unit status messages.
- Establish and validate status thresholds for unit supplies.
- Establish reporting times for subordinate units.
- Establish and validate continuity operations (CONOPS) pairing IAW guidance from the Division G4.

Division Food Service Section

3-16. This section is located in the DISCOM S4 for administrative purposes. The division food service section plans and conducts the Army food service program (AFSP) within the division. It provides technical advice on matters for the establishment of field messing facilities and food preparation. It coordinates with the general supply section in regards to storage and disposal of food items and coordination with veterinarians for the inspection of rations.

S6 SECTION

3-17. The communication-electronics (C-E) officer is the coordinating staff officer responsible for coordinating for the external support and managing the communication assets in the DISCOM. He advises the commander and staff on all signal

functions. He works closely with the XO/S3 in determining communications training and maintenance requirements. He interacts with the S3 and other staff officers to determine the communications requirements of the force. Other duties include:

- Conducts continuous logistics preparation of the battlefield.
- Provides technical staff supervision over signal support operations within the DISCOM.
- Exercises staff supervision of all communication assets assigned or attached to the DISCOM.
- Identifies signal support needs to support the commander's mission and intent.
- Coordinates with the S3 in selection of future sustainment cell locations to determine the ability to provide uninterrupted signal support.
- Works with the S3 to determine manipulative communications deception plans and tactical electronic counter-counter measures (ECCM).
- Troubleshoots communications equipment or system problems and ensures necessary repairs and installations occur as required.
- Coordinates all tasks normally associated with information technology operations ranging from passwords, anti virus software and CSS network management.
- The S6 is also responsible to ensure installation and proper operation of local area networks.
- He is responsible for determining requirements and exercising staff supervision over communications services related to DISCOM operations.
- Advises the commander, staff, and subordinate units on all communications and AIS system matters.
- Performs CSSCS network management functions.
- Works closely with the CSSAMO to resolve software application problems with CSSCS.

SUPPORT OPERATIONS OFFICE

3-18. The organization of the division support operations office is shown in Figure 3-3. The division support operations office includes the following sections:

- Maintenance management office.
- Distribution management center.
- CSS automation management officer (AMO).
- General supply office.
- Property book office (PBO) Class VII.

- Movement control office.

3-19. The mission of the support operations office is to provide division units with centralized, integrated and automated command, control, and planning for all logistical distribution management operations within the division. The support operations section ensures that supply, maintenance, transportation, and field services resources are used efficiently and effectively. The support operation office also provides management support and direction to DISCOM assets responsible for providing CSS. The support operations section will gather, input, and maintain supply point CSS data in the system. The section must also conduct the daily SAMS-2 and SARSS download to CSSCS. Management includes planning, coordinating, and controlling the allocation and use of available resources to fulfill the DISCOM commander's CSS requirements. The DISCOM commander is charged with providing CSS direction for the division. The division support operations office is responsible for the following:

- Conducts continuous logistics preparation of the battlefield.
- Develops administrative plans and coordinates CSS plans.
- Recommends priorities for allocating critical resources.
- Anticipates future logistical requirements through improved situational understanding.
- Maintains coordination with reinforcing maintenance units.
- Advises the DISCOM commander on problems affecting supply, maintenance, transportation, and field service operations.
- Recommends to the DISCOM S2/S3 the future allocation and location of CSS elements.
- Controls, through the MCO, the commitments of the transportation motor transport task vehicles for CSS within the division.
- Ensures that supply, maintenance, transportation, and field service SOPs are established.
- Ensures established movement priorities are followed.
- Plans, coordinates, and evaluates supply, maintenance, and field service operations.
- Prepares appropriate supply, maintenance, and field service directives. It also prepares operating orders for DISCOM elements based on information received from the DISCOM S2/S3.
- Coordinates, monitors, and informs division elements and attached units of the location of DISCOM supply points.
- Coordinates closely and parallel plans with the G4 CSS planner.

- Determines requirements for the development and technical supervision of division ASL. Requirements are determined in accordance with AR 710-2, Supply Policy Below the Wholesale Level, associated pamphlets, and automated systems user manuals.
- Manages the division master property records. It establishes and maintains a centralized division property book for all divisional units.
- Manages maintenance workload of corps reinforcing units and maintenance support teams (MST)s in support of the division, when located in the division area.
- Manages the automated supply processes performed by DSU's and GSO branches.
- Manages weapon system replacement operations (WSRO) within the division.
- Prepares or reviews and approves detailed plans and policies for supply and maintenance operations from a management point of view. This is done based on guidance received from the DISCOM commander and the division G4.
- Maintains, with automated data processing (ADP) support, the division materiel management status profile.
- Advises the commander on the status of maintenance and repair parts.
- Works in conjunction with the S1, S3, S4 and S6 to establish, validate and manage the CSSCS network and database.
- Validates direct support supply point and maintenance data entered into the system.
- Ensures that subordinate units conduct the daily SAMS-2 and SARSS download to CSSCS to capture maintenance and Class IX data.
- Establishes the DISCOM CTIL to track supply point items of interest to the commander.
- Validates message handling table routing of supply point items.
- Establishes reporting items for subordinate direct support units.
- Validates support to supported relationships to reflect which supply points support which units.

3-20. Figure 3-3 depicts how the division support operations is organized.

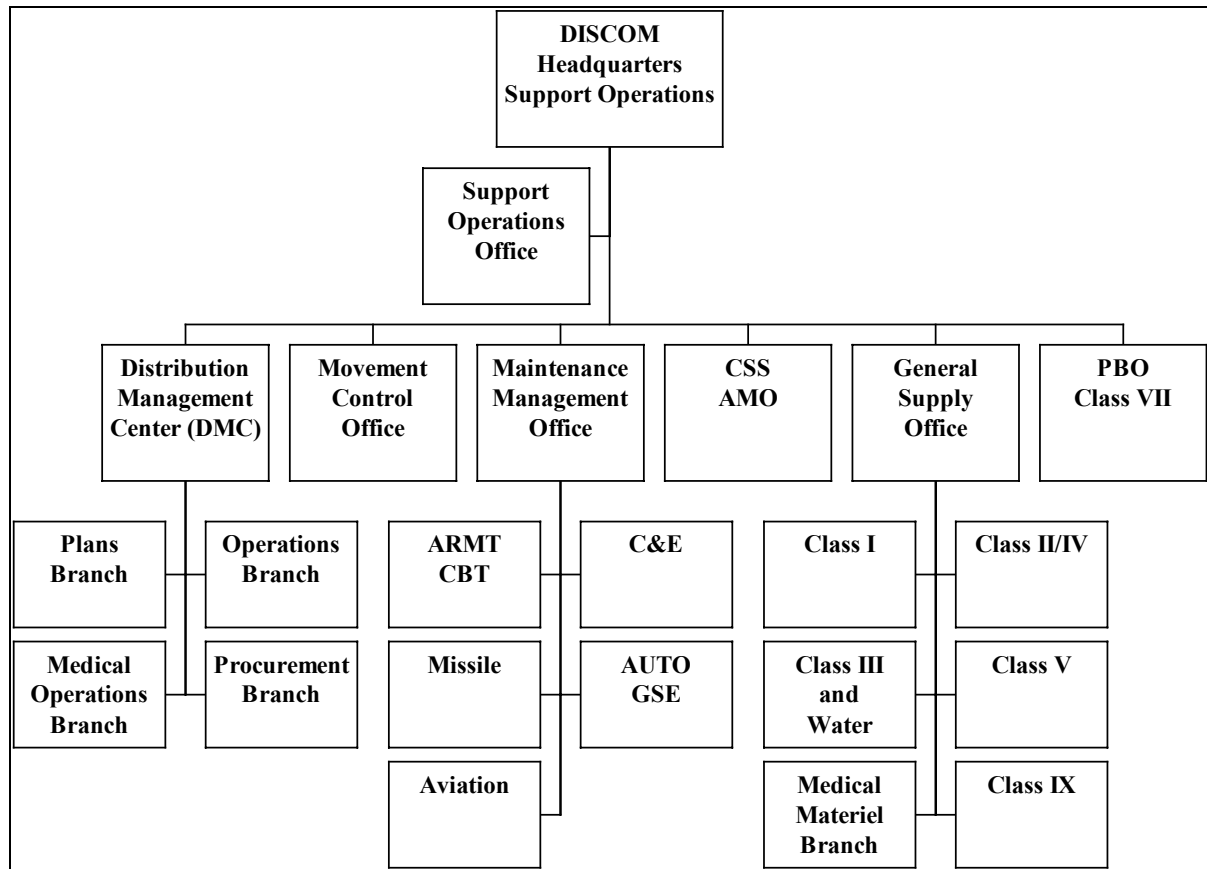


Figure 3-3. Division Support Operations Section

DISTRIBUTION MANAGEMENT CENTER

3-21. The DMC has four branches; plans branch, operations branch, procurement branch, and medical operations branch. The DMC provides the division support operations the overall total asset visibility and the intransit visibility of all commodities, movements and units within, assigned or inbound to the division area of operations. Focus of the section is establishing a “fusion center” to collect, collate, and analyze TAV/ITV distribution information for the DISCOM commander. This office develops the distribution support plans for current and future operations; it also exercises directive authority over subordinate DISCOM units during the performance of divisional distribution support operations. This section performs the management functions associated with tasking control for external distribution support operations. It recommends task organization within the division structure and incorporates non-divisional support assets into the support plan. It incorporates all technologies and automation, combat unit requirements, unit historical data,

current/future division CSS posture, mobility data, and commander's guidance into the development of the support plan. All support operations will channel information to this section to improve the total distribution "pipeline" visibility. The primary responsibilities of this section include:

- Serves as the focal point for centralized distribution management.
- Forecasts the division distribution picture.
- Maintains the total asset visibility and intransit visibility of all commodities within the division area.
- Plans and controls divisional CSS transportation assets in coordination with the division transportation office.
- Synchronizes materiel and movement with EAD.
- Briefs the DISCOM commander on CHS planning and operations as required.
- Provides current information that will assist the DSS with development of staff estimates and the division CHS plan.
- Coordinates the attachment of corps medical unit/elements with DISCOM units.
- Provides information to the DSS on the DISCOM commander's intent for CSS operations.
- Coordinates division CHS plan with all DISCOM staff elements.
- Coordinates operations information with the DSS and makes recommendations to ensure synchronization of CHS activities in support of the division.
- Ensures CHS information from the DSS is staffed to all DISCOM elements in timely manner.
- Coordinates with brigade surgeon's section, as required, for synchronization of division CHS.

Plans Branch

3-22. This branch develops plans for providing field services support to all division soldiers. The branch recommends allocations and priorities for DISCOM units engaged in field services functions. The branch develops personnel and equipment requirements data and recommends changes to the troop basis and modification of field services unit MTOE's. The branch develops the battlefield distribution scheme for the division in concert with EAD supporting units and subordinate units. The branch identifies required resources for an effective battlefield distribution program. The branch identifies and recommends future disposition of distribution assets to satisfy tactical commander's concept of operations and the DISCOM commander's concept of support.

Operations Branch

3-23. This branch exercises directive authority over subordinate DISCOM units during the performance of divisional support operations. This branch performs the management functions associated with tasking control for external support operations. It recommends task organization within the division structure and incorporates non-divisional support assets into the support plan. It incorporates all technologies and automation, combat unit requirements, unit historical data, current/future division CSS posture, mobility data, and commander's guidance into the development of the support plan.

Medical Operations Branch

3-24. The primary responsibility of the medical operations branch is to assist with synchronization of the division CHS plan. The medical operations branch works with the DSS and the DISCOM staff in assisting with the development of the division CHS plan. This medical operations branch briefs the DISCOM commander and staff on CHS initiatives, as required. The medical operations branch and the DSS plan and coordinated for the employment of division medical assets and relocation of DISCOM CHS elements. The medical operations branch coordinates and synchronizes the division CHS plan. This medical operations branch collects medical information of intelligence value from reporting medical assets and forwards it to the appropriate division and DISCOM staff elements. The medical operations branch coordinates the placement of direct support corps medical assets with supported DISCOM units, either in the DSA or BSAs. The medical operations branch is responsible for:

- Briefing the DISCOM commander on CHS planning and operations required.
- Providing current information that will assist the DSS with development of staff estimates and the division CHS plan.
- Coordinating the attachment of corps medical unit/elements with DISCOM units.
- Providing information to the DSS on the DISCOM commander's intent for CSS operations.
- Coordinating division CHS plan with all DISCOM staff elements.
- Coordinating operations information with the DSS and making recommendations to ensure synchronization of CHS activities in support of the division.
- Ensuring CHS information from the DSS is staffed to all DISCOM elements in a timely manner.
- Coordinating with brigade surgeons' section, as required, for synchronization of division CHS.

3-25. The plans and operations officer assists the DSS with developing and coordinating the division CHS plan. He monitors and tracks CHS operations and updates the DISCOM commander and staff elements and the DSS. He coordinates with division C2 elements to ensure task organization for mission accomplishment. This officer is assigned to the division support operations section. The medical operation NCO assists the plans and operations officer in accomplishing his duties.

Procurement Branch

3-26. This branch identifies contracting sources, which contribute to improved division sustainment. The branch identifies supported unit requirements, which can be best satisfied by contracting. They coordinate with higher headquarters contracting organization to ensure efficient use of contracting. The branch monitors contracting effectiveness and contract execution. The branch may appoint with the battalion commander's approval ordering officials at subordinate battalions. The branch uses monetary limitations and restrictions on types of goods or services to control ordering officers. Only warranted contracting officers can legally obligate the government to pay for goods and services. The acquisition method depends upon the dollar amount and complexity of the acquisition. Prior to deployment, the branch has the following responsibilities:

- Coordinates with CA elements to acquire and update contingency contracting kit materials, to include maps, telephone books, and other documents.
- Validate with the COSCOM support operations office those items of supply or required services authorized by the corps G4 to be obtained by contract.
- Determine the need for and nominate ordering officers for appointment.
- Receive from units validated purchase requests.

MOVEMENT CONTROL OFFICE

3-27. The MCO controls the employment of DISCOM CSS surface and allocated air movement assets, maintains total asset visibility of all commodities, movements, and units inbound, outbound, and operating within the division area. These assets include the DSB transportation motor transport company and other surface assets, and air assets allocated by the division for CSS operations. He also has access, through the division transportation officer, to corps CSS transportation assets. The MCO's functions include the following:

- Coordinates the consolidated shipments of materiel to subordinate DISCOM units and other divisional units as required.

- Monitors all inbound and outbound clearance through automated movement control links with the DTO and movement control teams (MCT).
- Controls the division first-destination reporting point.
- Maintains the status of main supply route (MSR) conditions and coordinates with the DTO to COSCOM movement control team support.
- Controls commitment of the DSB TMT company task vehicles for CSS within the division. This requires close coordination with the DSB support operations, which receives commitments from the MCO and passes them to the motor transport company.
- Maintains current data on the status of transportation assets committed to meet existing CSS requirements. Develops and publishes, in accordance with COSCOM support operations office, division movement program.
- Ensures that established movement priorities are followed. When transportation requirements exceed capabilities, the MCO submits a request to the DTO for additional capability. The DTO requests additional capability from the COSCOM support operations office. However, if the corps cannot provide the required support, or if transport capability exceeds the receiving unit's off-load capability, the MCO may request from the DTO a reevaluation of priorities from the division G3 and G4.
- Coordinates, as appropriate, arrival of personnel replacements and resupply movements with the FSB, DSB, DASB, the receiving organization, and other units.
- Monitors the status of containers and military vans (MILVAN)s in the division area. The MCO coordinates with receiving units to ensure that the capability exists to unload and move the containers and MILVANS.
- Provides mobility intelligence data to the DISCOM S2/S3 and to the DTO. This data is usually obtained through contact with the transport mode operators.
- Provides contingency commitment of the DSB's vehicles for emergency evacuation or relocation of ATPs.
- Maintains automated transportation movement control, tracking and request systems with internal support battalions, division transportation office, and supporting movement control.

3-28. The precise control of movements for CSS is critical to any operation. Movement responsibilities within the division are stratified from the division HQ down to the FSB. The following explains the basic responsibilities within the division for movement planning and control:

- Division G4. Designates MSRs within the division and coordinates with corps for MSRs to support corps units.
- Division G3. Prioritizes the movements of units and assets along the MSRs to support the tactical plan.
- Division transportation officer. Provides staff supervision and assistance in transportation matters as they pertain to all modes of transport. Develops the movement plan for the operation. The movement plan orchestrates and sequences unit movements within the division area of operations to array the division to support the tactical plan. Gives broad policy guidance to the MCO. The DTO is also the link between the division and corps MCC for additional movement assets when movement's requirements within the division outstrip division assets.

COMBAT SERVICE SUPPORT AUTOMATION MANAGEMENT OFFICE

3-29. The CSS AMO provides customer support in operating and sustaining the Army's CSS standard Army management information systems and the combat service support control system. This includes support for all application software, limited hardware repair, monitoring user training programs, and new equipment fielding of STAMIS and CSSCS. The CSS AMO is responsible for the following tasks:

- Loads, reloads and copies software.
- Tests, loads, and copies system change packages.
- Tests, loads, and copies interim change packages.
- Restores, rebuilds, edits, and reconfigures corrupt files.
- Loads, reproduces, and maintains tape libraries.
- Provides, rebuilds, and reproduces catalogs.
- Develops temporary workarounds.
- Test user suggestions.
- Conducts customer assistance visits.
- Assists units during deployments.
- Task organizes resources to support deployments.
- Troubleshoots hardware/software problems.
- Maintains hard receipts and small computer exchange LRUs.
- Maintains stockage of PLL.

GENERAL SUPPLY OFFICE

3-31. This office coordinates and supervises the supply management for water, Classes I, II, III(B), III(P), IV, V, VIII, and IX supplies for the division. This section determines the requirements and recommends priorities for the allocation and other control of supplies. Provides advice on the receipt, storage and distribution of

supplies within its area of responsibility. This office consist of a Class I branch, Class II/III(P)/IV branch, Class III(B) and water supply branch, Class V branch, Class VIII medical materiel management branch and Class IX branch.

3-32. Provides advice on the receipt, storage, and distribution of Classes I, II, III(B&P), IV, V, and IX supplies. It establishes and maintains files of all supply publications and regulations required support to the section activities. It develops a catalog research and retrieval service. It develops and maintains requirements for current and contingency operations. It also analyzes and assists in the development of the supply portion of operations or administrative orders.

Class I Supply Branch

3-33. The Class I supply branch performs stock control of Class I supplies and the free issue of health comfort packs. It also develops unit and division basic load data. The Class I supply branch plans and prepares for the procurement, receipt, accountability, storage, and issue of subsistence supplies. It plans, coordinates, and supervises the Army's subsistence supply system and is accountable for all division Class I stocks.

Class II, III(P), & IV Supply Branch

3-34. The Class II, III(P), & IV supply branch performs automated stock control for expendable and durable division Class II (to include unclassified maps), III(P), and IV items stocked and supplied by the operating units of the DISCOM.

3-35. The allocation of unclassified maps is determined by the G3. The division support operations manages and consolidates requirements and places bulk orders for these maps. Unclassified maps are stored at the QM company, DSB, HSC DASB and HDC in the FSB. Units order maps from the DISCOM through their own unit ULLS-S4. The division support operations directs the distribution point to issue the ordered maps if the request meets division G2 requirements. The maps requested must have been identified by the G2 as authorized for the unit. The amount requested must not exceed the G2 established distribution scheme for that map. When units request maps that have not been allocated by the G2 or that exceed the G2 distribution scheme, they must get approval from the G2 prior to the division support operations taking action. Unclassified map requirements of the divisions are submitted to the COSCOM support operations via SARSS.

3-36. The Class II, III(P), & IV supply branch responsibilities include:

- Performs stock record functions pertaining to receipt, distribution, and issue of construction materials.

- Manages the supply or replacement of mission support items and division special project items.
- Manages map ASL requirements for contingency operations and for current operations.
- Coordinates resupply of industrial gases.
- Provides liaison with the map supply point in the DSB.
- Is responsible for defense personnel support center related supplies and the supply of unclassified maps.

CLASS III(B) AND WATER SUPPLY BRANCH

3-37. The Class III(B) and water supply branch controls and manages the supply of bulk fuel and water supply to division elements. It also determines requirements, recommends priorities, and manages allocations for bulk fuel.

3-38. Typically the branch:

- Directs the acquisition, storage, inspection, testing, issue, and distribution of bulk fuel.
- Directs preparation of reports and maintenance of records pertaining to bulk fuel accounting and distribution.
- Supervises the acquisition, storage, inspection, testing, issue, and distribution of water.

Class V Branch

3-39. The Class V supply branch maintains records of ammunition allocations, receipts, and quantities on hand at ATPs operations and expenditures for division units. It coordinates activities of division ATPs, and provides technical assistance and advice on ammunition management to division units. This includes the DS ammunition supply company ATP.

3-40. Class V is one of the most critical classes of supply. These supplies must be provided at the right time and the right place to enable the division to win the battle.

3-41. The Class V branch of the division support operation keeps records on ammunition so that Class V supplies will be available when and where needed. These records include allocations, credits, debits, and expenditures for all division units, including basic loads, training ammunition, controlled supply rate (CSR)s, required supply rate (RSR)s, and other necessary data.

3-42. The Class V supply branch is a continuous refill system. Stocks moved up from the rear area replace stocks issued to the user. This section maintains records of ammunition allocations, receipts, and expenditures for division units.

3-43. The Class V supply branch consists of a Class V supply section officer, also known as the division ammunition officer, an inspection section, an operations section, and an ATP section. The

Class V branch/division ammunition office has the following functions and responsibilities:

- The DAO is the division manager for ammunition and provides assistance in all matters pertaining to ammunition support to the division.
- The DAO coordinates and controls the use of Class V supplies for the division, monitors required supply rate, and enforces controlled supply rates.
- The inspection element advises the DAO on safety, serviceability, maintenance, and security of ammunition assets in the division.
- The inspection element monitors the division's activities to ensure proper and safe loading for movement of munitions and liaisons with explosive ordnance disposal (EOD) as required.
- The operations element provides technical advice and assistance on ammunition supply, transportation, handling and storage.
- The operations element maintains all ammunition stock records and supporting documentation and assists units in preparing forecasts.
- The ATP element coordinates the operation of the ATPs and controls the issue of ammunition in the BSA and DSA based on guidance from the DAO.
- The ATP NCOs ensure ATP operations are conducted according to SOPs, corps transportation assets are back-hauled on a timely basis, ammunition is accounted for at all times, and the TCMD is signed and properly distributed.

Medical Materiel Management Branch

3-44. The MMMB manages the Class VIII supply system in the division. The branch coordinates and recommends the prioritization of medical supplies and blood products. It also coordinates for the disposition of captured enemy medical materiel. Under the technical guidance of the health service materiel officer of the division surgeon's section, the medical materiel management branch monitors and coordinates Class VIII resupply for division medical units/elements. Using MC4, the MMMB monitors, via an information copy, all Class VIII requisitions submitted from the division to the supporting corps medical CSS company. The MMMB maintains a record of the requisition until it is filled. The MMMB coordinates shortfalls in throughput distribution with the DSS and division support operation section. The MMMB may update priorities with the MEDLOG company to correct deficiencies in the delivery system. The MMMB provides Class VIII situational understanding to the DISCOM staff and the DSS according to the

tactical standing operating procedure (TSOP). The MMMB, in coordination with the CHL cell of the DSS, manages the distribution of blood and blood products for division medical units. It also coordinates through the DSS with the G5 for disposition of captured enemy medical materiel.

Class IX Branch

3-45. The Class IX branch manages Class IX supply functions, except medical and communications security (COMSEC). It designs and manages the overall ASL/PLL repair parts supply using SARSS as the STAMIS. The branch supervises the distribution and accountability of repair parts and maintenance-related items and assists in the development of wartime ASL load plans. This section is tailored to meet the management needs of maneuver brigades and division troops.

3-46. The maintenance management office receives all repair parts supply request from the DS units organic to the FSBs, the DSB, and the DASB. The section assigns control numbers to the documents and maintains registers of such documents. It receives all machine-produced outputs (printed listings or punch cards) for distribution to the office's branches and to the DSUs. It also provides catalog research and retrieval services (using CD ROM catalog data) and provides catalog changes to materiel managers.

PROPERTY BOOK OFFICE-CLASS VII

3-47. The property book/Class VII office supervises and controls all input and output from the automated process supporting the property book system. It also manages the Class VII items stocked and supplied by operating units of the DISCOM using SPBS-R as the STAMIS. It coordinates the supply transaction documents, verifies, records, processes data, and maintains the master hand receipts for the division property book.

3-48. This section receives supply transactions documents and verifies, records, and processes data for the division property book. It manages the hand-receipt accounts and processes reports of survey and statements of charges. It assists in equipment status reporting. It also manages division Class VII assets and Class II and IV non-expendable supplies. It provides input to the division support operations and the G4 for the development of Class VII requirements for contingency operations.

3-49. Property book teams receive, record, and verify data entered on supply transaction documents. They also manage the hand receipt documents for the division and process the unit request for issue and turn-in of organizational property. These teams process reports of survey, statements of charges, and similar documents.

MAINTENANCE MANAGEMENT OFFICE

3-50. This office manages maintenance for all items of materiel, less medical and COMSEC. This office supervises its branches in providing integrated materiel management on a materiel-systems basis using AR 750-1, Army materiel maintenance policies and DA PAM 738-750. The standard Army maintenance system (SAMS) is the automated tool manager's use to track maintenance actions.

3-51. Management is limited to maintenance functions that are generally external to the DSB, DASB, and FSBs. These include the monitoring of unit maintenance throughout the division. The office also collects, analyzes, and reports maintenance statistics and keeps records on the status of modification work orders (MWOs). It compiles reports of the operational status of division equipment and provides disposition instructions of unserviceable materiel.

3-52. One of its primary functions is to plan future maintenance requirements based on information from the DISCOM and division staffs. Maintenance management functions such as planning, scheduling, and supervising internal procedures and maintenance operations are the responsibility of the DSB, DASB, and FSBs.

3-53. The office uses the SAMS as a tool for developing data and reports for maintenance management. The SAMS includes a maintenance control system and MWO accounting procedures. Data to support the SAMS are provided from using organizations, maintenance units, and the US Army Materiel Command. The data is summarized and prepared in the form of reports. These reports are used for management purposes by supported units, maintenance unit commanders, the division support operations, and the DISCOM commander and staffs.

3-54. Each systems-oriented branch manages designated materiel systems end items and selected Class IX items that are critical or significant to the operational readiness of those systems. Each branch has the following responsibilities:

- Recommends maintenance data requirements and reports formats.
- Implements ADP collection procedures and supervises the operation of the maintenance reporting system.
- Analyzes data and reports (automated and manual). This is done to recognize trends, problem areas, and any other data that create a need for action by the maintenance units and staff elements.
- Compiles special reports on the status of division equipment.
- Assists in developing policies and plans for controlling and managing data and reports and suggesting corrective actions.
- Provides disposition instructions for unserviceable items of equipment that exceed the repair ability or capacity of maintenance support units. This is done together with the property book-Class VII section. Working closely with the

DISCOM movement control office, each branch develops transportation requirements for removing such items from the division area.

- Develops maintenance plans to support projected combat operations. This is done by coordinating with the maintenance units and staffs.
- Monitors unit maintenance operations and evaluates procedures and use of equipment and personnel.
- Maintains the status of all MWOs for equipment and recommends the order of completion for MWOs.
- Coordinates with other division support operations sections of the status of end item supply.
- Identifies materiel that needs calibration. It schedules calibration actions to be completed by TMDE support activities. It coordinates the calibration of division test, measurement, and diagnostic equipment by supporting the calibration activity.

3-55. Through its branches, the office serves as the centralized maintenance management activity for the division. Centralized management takes care of much of the effort related to, but not directly involved in, repair operations. The management effort mainly includes reporting, compiling, and interpreting data as a basis for management decisions.

Armament-Combat Branch

3-56. The armament-combat vehicle branch performs integrated materiel management for armament (weapons) and combat vehicles. This includes artillery weapons, individual and crew-served weapons, common-type armament tools, common-type armament tools, and shop sets. The branch is responsible for the supervision of armament-combat vehicle maintenance activities. Key activities include the classification and diagnosis of malfunctions. They also include the repair and replacement of parts or the overhaul of components, and the testing and final inspection of equipment.

Automotive/Ground Support Equipment Branch

3-57. The automotive/ground support equipment branch performs integrated materiel management for automotive and ground support equipment. This includes management for tactical wheeled and general-purpose vehicles; construction and material-handling equipment; and test equipment that is part of, used with, assigned materiel. Key maintenance activities are the same as those listed above for the armament combat vehicle branch.

COMMUNICATIONS-ELECTRONIC BRANCH

3-58. The C-E branch performs integrated materiel management for communications equipment, intelligence equipment, and

electronic warfare equipment. Also included are combat surveillance equipment, target acquisition equipment, and night vision equipment. It coordinates, organizes and supervises subordinate personnel activities of units, shops, or activities engaged in maintenance, calibration, or installation of C-E equipment. This branch also performs quality assurance. The C-E branch has the following responsibilities:

- Plans and coordinates DISCOM C-E requirements and activities.
- Plans, directs, and monitors the operation and management of DISCOM field communications system.
- Determines capabilities and limitations of assigned C-E equipment as related to the tactical mission.
- Directs and controls the installation, operation, and maintenance of C-E equipment for all means of communications. It also advises commanders, staffs, and other interested parties on C-E/COMSEC requirements, capabilities, and operations.
- Assists in resolving maintenance problems within the DISCOM on assigned C-E equipment.

Aviation Branch

3-59. The aviation branch performs materiel management for aeronautical, airdrop equipment, and test equipment that is a part of, or used with, assigned materiel. Equipment includes materiel for aircraft and airdrop, avionics, aircraft armament, and related test equipment.

3-60. The branch supervises aviation maintenance activities. Key activities are the same as listed in the maintenance section above. In the event of aviation maintenance company work overload, the branch along with the support operations branch passes back to the COSCOM. The branch supervises the maintenance of aircraft and applies production control principles and procedures to aviation maintenance systems.

Missile Branch

3-61. The missile branch performs integrated maintenance management for missiles, less the Class V portion of missiles that are managed by the DAO. Missile maintenance includes rockets, guided missiles, ballistic missiles, and target missiles. Also included are missile fire coordination equipment and related special and multi-system test equipment. Test equipment, which is part of or used with assigned materiel, missile launching and ground support equipment, and missile fire control equipment, are also included.

UNIT MINISTRY TEAM (UMT)

3-62. The DISCOM commander is responsible for the religious program in his unit. The DISCOM UMT is the staff section that provides religious support (RS) to units assigned or attached to the DISCOM. Its primary mission is to advise the commander on RS to elements of the DISCOM. It advises the commander on unit moral and ethical issues and to meet the religious and spiritual needs of the soldiers. It also advises the commander on the role of indigenous religions in the area of operations.

3-63. The team consists of a chaplain and a chaplain assistant. The chaplain provides the clergy related support to the unit. These include worship and prayer services, funeral and memorial services, and in depth grief counseling. The chaplain assistant provides the administrative and logistical management for the team.

3-64. Initially, the UMT develops an RS annex for the DISCOM OPOD/OPLAN. This annex is based upon the division RS plan and the commander's intent. It addresses the priority of RS to the units assigned or attached to the DISCOM. This includes UMT support to medical facilities, actions during mass casualty situations, support to enemy prisoners of war, and planning for worship, funeral, and memorial services.

3-65. During operations, the UMT keeps abreast of the situation by maintaining contact with the DISCOM S1 and S3. Through FBCB2, the UMT can receive calls for RS directly from units through the religious support call for support FBCB2 screen.

3-66. Because the team is small and the mission sensitive, it is critical that the commander allow the UMT as much autonomy as possible. This will provide the most responsive and effective support to the soldiers.

BATTLE STAFF

3-67. The combination of the battalion and supporting staff elements form the commander's battle staff. Listed below are the battle staff roles and an example of a portion of a logistic synchronization matrix, see Figure 3-4, that assists the battle staff in the execution of their respective roles:

- Maintain situational understanding.
 - Install information management architecture.
 - Train members of the battle staff.
 - Access available CSS and operational databases.
 - Receive, process and transmit information.
 - Know the current CSS, operational, and geo-political situation.
 - Know current CSS and other key locations.
- Synchronize logistical and operational activities.
 - Analyze data from multiple sources/disciplines.

- Match capabilities to requirements efficiently.
- Coordinate CSS activities with all involved.
- Optimize CSS resources and time.
- Anticipate future operations (branches/sequels)
 - Understand higher/subordinate/supported commanders' intents.
 - Conduct logistics preparation of the battlefield (LPB).
 - Know OPLANs/CONPLANs of involved HQ's.
 - Conduct intelligence preparation of the battlefield (IPB)
 - Employ liaison team(s) at key HQ's.
 - Workload battle staff planners.
 - Conduct wargaming drills.
 - Identify projected CSS capabilities available.
 - Identify projected CSS unit displacements.
 - Identify external resources/solutions required.
- Make recommendations, decisions; and, execute those decisions.
 - Conduct risk assessments.
 - Employ deliberate decision-making process.
 - Employ quick decision-making process.
 - Provide clear and understood verbal orders.
 - Provide timely and accurate responses to unit issues.
- Maintain current estimates, status, and data
 - Maintain one continuously updated estimate.
 - Display estimate in the battle staff area.
 - Provide command group with periodic estimate updates.
 - Transmit estimate electronically as needed.
- Maintain secure/non-secure, assured communications with key HQ's.
 - Exploit communications and other technologies.
 - Train battle staff on available technology.
 - Employ alternate means of communications.
 - Coordinate with supporting signal units/HQ's.
 - Provide assault CP with communications/automation package.
- Receive, prepare, coordinate, and disseminate plans, orders, annexes, reports, and taskings.
- Integrate augmentation forces
 - Coordinate equipment, supply, and soldier link-up.

- Exchange SOP and Policies.
- Provide/receive SITREP/briefings.
- Establish command/technical/support relationships.
- Provide liaison team to assist force.
- Assess soldier/unit readiness shortfalls.
- Reduce or eliminate unit readiness shortfalls.
- Employ augmentation forces.

H HOUR	H+4	H+8	H+12	H+16	H+20
D-DAY	D+1				
DAY/NIGHT					
Phase	Phase I				
ENEMY ACTION	Defends in sector with two brigades. 13th IQ in the west and 14th in the east.	Continues Defense	Continues Defense	Shifts Priority to OBJ APPLE	Shifts Priority to OBJ APPLE
DECISION POINT	What is the level of success that 4AD is having Along Route Jackson?	What is the level of success that 4AD is having Along Route Jackson?	Does 4AD take operational control of 3rd BDE?	Does 4AD take operational control of 3rd BDE?	Is 9LID and 230th SAB attack to seize OBJ apple being successful?
MANEUVER	3rd BDE LD/LC. All other elements are REDCON1.	3rd BDE arrive MCP 2. 1st BDE SP. 2nd Bde REDCON1.	3rd BDE prepared to support 4AD ATK on OBJ Glory. 1st BDE LD, 2nd BDE SP	3rd BDE prepared to support 4AD ATK on OBJ Glory. 1st BDE MCP2, 2nd BDE LD	3rd BDE arrives TAA Hood. 1st BDE PL Colt. 2nd BDE MCP 2.
FIRE SPT	FSCL is PL NUT and PL Cougar. CFL PL Aqua. RFA TAA Hood/Bragg. NFA OBJ apple.	FSCL is PL NUT and PL Cougar. CFL PL Aqua. RFA TAA Hood/Bragg. NFA OBJ apple.	FSCL is PL NUT and PL Cougar. CFL PL Aqua. RFA TAA Hood/Bragg. NFA OBJ apple.	FSCL is PL NUT and PL Cougar. CFL PL Aqua. RFA TAA Hood/Bragg. NFA OBJ apple.	FSCL is PL NUT and PL Cougar. CFL PL Aqua. RFA TAA Hood/Bragg. NFA OBJ apple.
MOB/SURV	Focus is on Mobility	Focus is on Mobility	Focus is on Mobility	Focus is on Mobility	Focus is on Mobility
C2	Located with 1st Bde. Rear with DISCOM	Located with 1st Bde. Rear with DISCOM	4th AD potentially assumes control of 3rd BDE	4th AD potentially assumes control of 3rd BDE	Located with 1st Bde. Rear with DISCOM
MAN/MED					
SUSTAIN					
FIX					
ARM					
FUEL					
MOVE					

Figure 3-4. Synchronization Matrix

HEADQUARTERS COMPANY

3-68. The headquarters company provides the necessary administration, supply, unit maintenance, and field feeding to support unit operations. The company provides overhead and housekeeping support for the HHC. The company is responsible for accountability of equipment assigned to the headquarters. It is responsible for C2 and security of the company.

3-69. The headquarters company provides for billeting, training, discipline, and security in the company. It also provides internal supply, food service, and unit level maintenance for vehicles and generators organic to the HHC and the division main. Some of the specific functions of the company are:

- The organic training, management, upkeep, and accountability of supplies, equipment and human resources of the company.
- The installation, operation, and maintenance of basic wire, switchboard, and radio communications equipment systems of the company.
- The receiving, storing, preparing, cooking, and serving of food for company and designated personnel.
- The management and distribution of all fuel for the company.
- The unit maintenance on the wheeled vehicles and trailers as well as internal combustion engines, power generation equipment and accessories, tactical utilities and precise power generation equipment, electric motors, and company-associated items.
- The coordination for recovery of disabled vehicles that are organic to the company.